# DEPARTMENT OF HEALTH AND HUMAN SERVICES

# THE SECRETARY'S QUALITY OF WORK LIFE SURVEY ON ORGANIZATIONAL CLIMATE

**Human Resource Management Index** 

Results for Organization Code 12

Indian Health Service

# Report for the INDIAN HEALTH SERVICE (HHS Organization Code 12)

This section provides an overall summary of responses from the 1486 IHS employees who responded to the HRMI 2000 survey.

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April, 2000

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#### HUMAN RESOURCE MANAGEMENT (HRM) INDEX

#### Introduction

The HRM Index summarizes employee descriptions of their work environment. The Index is derived from responses to a carefully selected set of questions (1 through 14 on the survey) about how effectively people's time, energies, ideas, and abilities are used. The questions gather information about the following areas important to organizational performance.

- o Effectiveness of Management Practices
- o Employee Feelings About the Organization
- o Use of Employee's Abilities
- o Group Effectiveness as Seen by Others
- o Morale
- o Fairness of Management

- o Planning and Organization
- o Delegation of Authority
- o Co-Worker Cooperation
- o Performance Feedback
- o Communication
- o Operational Efficiency
- o Climate for Innovation
- o Need for Change

Responses to the individual questions are combined, and the Index is reported on a three-point scale (low, average, or high) showing how your component stands relative to the total organization surveyed. Questions 15 through 20 on the survey are specific to HHS and do not contribute to the HRM Index; however, data on responses to these questions can be used to track how employees describe these aspects of their work environment.

## Putting Things in Context

It is helpful to view your HRM Index results in the context of the larger organization of which you are a part. Comparing the Index and data on individual questions between your component and the organization as a whole will help you understand how your component varies from the norm. You may find that your component has different strengths and/or weaknesses than the organization.

In addition, HHS has measured employee perceptions over time using the HRM Index, and trend lines for the total organization and major components have been developed. In analyzing your results, you should also consider the trends. Is there movement up or down, or have things remained stable? What might be influencing the trends? If your component has a trend line, how does it compare to that of the entire organization?

### Overall Results

Based on the responses of 1486 employees, the HRM Index for your component was low compared to the total organization surveyed. This means that employees here viewed work processes, policies, procedures, and behaviors less positively than did employees in the organization as a whole. Thus, changes may be warranted. While data on responses to individual questions must be interpreted cautiously, they can provide additional information for problem solving.

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Analysis of the responses to individual questions indicated that your component had relative strengths in the following areas.

- o Use of Employee's Abilities, Item 3
- o Performance Feedback, Item 10
- o Delegation of Authority, Item 8

The following areas most contributed to the low Index score. Consider using this data to provide topics for discussion and problem solving on how to improve work management in your component.

Item 6. Are people treated fairly with regard to training opportunities, length of lunch periods, leave, etc.? (Fairness of Management)

29% of the employees said they were only sometimes or rarely treated fairly in such matters.

Item 5. Are there any signs of employee discontent (sick leave abuse, complaints, or arguments) in your work group? (Morale)

49% of the employees said that there were some or quite a lot of signs of discontent in their group.

Item 9. Do the people in your work group share their expertise, knowledge, and skill to help get the work out? (Co-Worker Cooperation)

50% of the employees said that there was only some or little such sharing.

Since the HRM Index is based on employee input, sharing these results with employees is a logical next step. Involving employees in follow-up discussions will help define what these results mean and help determine whether further action is needed. Following up on the results, and involving employees in that process, can lead to higher levels of performance and work satisfaction and can have important long-term benefits for your organization.

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# HUMAN RESOURCE MANAGEMENT INDEX Results on Individual Questions

Organizations, like individuals, are neither uniformly perfect nor problematic. Responses to individual questions can give an idea of those aspects of work life that are most satisfying or most troublesome to employees. If your component is part of a larger organization, you can compare the data from the larger organization with your own. Since the data do not tell how much emphasis should be placed on any individual area, you will want to involve employees in setting priorities for follow-up action. Use the information below to celebrate your strengths and guide your improvement efforts, but interpret it cautiously given its limitations.

	Percent Responding %1020304050%	
How would you describe management practices in your OPDIV/STAFFDIV?      Very ineffective     Generally ineffective     OK - Satisfactory     Generally effective     Very effective	11 27 38 21 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	10 26 37 23 4
2. How do the people in your work group feel about their OPDIV/STAFFDIV?		
<ul><li>A. Very positive</li><li>B. Generally positive</li><li>C. Neutral</li><li>D. Generally negative</li><li>E. Very negative</li></ul>	7 45 45 25 19	10 44 22 19 5
3. During the past year, have the energies and abilities of you and your co-workers been used in an effective manner?		
A. Almost all of the time B. Most of the time C. Sometimes D. Rarely E. Almost never	17 44 29 7	15 41 31 10 3
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	Percent Responding %102030405060	%
4. Is the work of your group seen as highly effective by others?		
<ul><li>A. Almost always</li><li>B. Usually</li><li>C. Sometimes</li><li>D. Rarely</li><li>E. Very rarely</li></ul>	20	23 40 26 8 3
5. Are there any signs of employee discontent (sick leave abuse, complaints, or arguments) in your work group?		
<ul><li>A. None</li><li>B. Very few</li><li>C. A few</li><li>D. Some</li><li>E. Quite a lot</li></ul>	8 22 21 21 26 23 23 23 23 23 24 25 25 25 25 25 25 25 25 25 25 25 25 25	12 24 22 23 19
6. Are people treated fairly with regard to training opportunities, length of lunch periods, leave, etc.?		
<ul><li>A. Always treated fairly</li><li>B. Almost always</li><li>C. Generally</li><li>D. Sometimes</li><li>E. Rarely treated fairly</li></ul>	23 22 26 16 12	30 23 24 14 9
7. Does wasted effort occur in your work group because of poor planning?		
<ul><li>A. Very frequently</li><li>B. Frequently</li><li>C. Sometimes</li><li>D. Seldom</li><li>E. Almost never</li></ul>	12 19 19 19 19 19 19 19 19 19 19 19 19 19	11 19 38 23 8
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	Percent Responding %1020304050	60 %
8. Do the employees in your group have the authority they need to do their jobs well?		
<ul> <li>A. Yes, in everything they do</li> <li>B. Yes, except for unusual problems</li> <li>C. It's generally OK</li> <li>D. Not as much as needed</li> <li>E. Almost never have the authority needed</li> </ul>	9 39 26 20 5	9 37 27 20 6
9. Do the people in your work group share their expertise, knowledge, and skill to help get the work out?		
<ul><li>A. Very extensive sharing</li><li>B. Extensive sharing</li><li>C. Some sharing</li><li>D. Little sharing</li><li>E. Very little sharing</li></ul>	14 35 36 9	19 35 33 8 4
10. When performance is discussed, are members of your work group told of ways to improve their performance?		
<ul><li>A. Almost always</li><li>B. Usually</li><li>C. Sometimes</li><li>D. Seldom</li><li>E. Almost never</li></ul>	16 31 28 16 9 9	16 30 26 17 10
11. Is information about what is happening in the organization communicated to your work group in a timely fashion?		
<ul> <li>A. Communications are very timely</li> <li>B. Generally timely</li> <li>C. Usually OK</li> <li>D. Some delays</li> <li>E. Delays are common</li> </ul>	9 25 20 20 20	11 27 20 18 24
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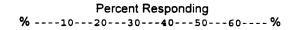
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	Percent Responding %102030405060	%
12. Are there any continuing problems that reduce the efficiency of your work group?		
<ul><li>A. Essentially none</li><li>B. A few</li><li>C. Some</li><li>D. Quite a lot</li><li>E. Many problems exist</li></ul>	32 30 32 30 30 30 30 30 30 30 30 30 30 30 30 30	12 30 29 15 12
13. How much encouragement is given to people in your work group to try new approaches for getting the work done?		
<ul> <li>A. Strong encouragement</li> <li>B. Some encouragement</li> <li>C. Neither encouraged nor discouraged</li> <li>D. New ideas are not wanted, but are allowed</li> <li>E. New ideas are, in effect, discouraged</li> </ul>	35	25 34 24 9 8
14. Is there a need for change in your work group? Consider if your work group could benefit from improved management practices, different policies and procedures, etc.		
<ul> <li>A. High need for change</li> <li>B. Rather high need for change</li> <li>C. Some need for change</li> <li>D. Little need for change</li> <li>E. Very little or no need for change</li> </ul>	23 39	21 20 38 14 6
15. Are you able to balance your work and family life through the use of flexible scheduling and leave options provided by your OPDIV/STAFFDIV?		
A. Almost always B. Usually C. Sometimes D. Rarely E. Never	31	44 30 12 8 5
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B. Generally supportive 34		Percent Responding %1020304050	60%
B. Generally supportive C. Neutral D. Generally unsupportive E. Very unsupport E. Very unsupp	supportive of your using flexible scheduling and leave options to help you balance work		
working in partnership to improve the quality of work life in your OPDIV/STAFFDIV?  A. Almost always B. Frequently C. Sometimes 26 24 D. Seldom or never 26 E. I don't know 33 40  18. In the Department of Health and Human Services, have union-management partnerships had a positive effect on service to the public?  A. Yes, substantial positive effect B. Yes, moderate positive effect C. Limited positive effect D. Little or no positive effect 12 D. Little or no positive effect 14 17 E. I don't know 47 18 C. SS 1-8 and all WB, WG, WL, WS, WT B. GS 9-12, CC 1-4 C. GS/GM 13-15, CC 5-6, FC, AD D. SES, SBRS, ALJ, ASG, SL, ST  A	<ul><li>B. Generally supportive</li><li>C. Neutral</li><li>D. Generally unsupportive</li></ul>	34 21	18 7
B. Frequently C. Sometimes D. Seldom or never E. I don't know  18. In the Department of Health and Human Services, have union-management partnerships had a positive effect on service to the public?  A. Yes, substantial positive effect B. Yes, moderate positive effect C. Limited positive effect D. Little or no positive effect E. I don't know  19. What is your grade or rank?  A. GS 1-8 and all WB, WG, WL, WS, WT B. GS 9-12, CC 1-4 C. GS/GM 13-15, CC 5-6, FC, AD D. SES, SBRS, ALJ, ASG, SL, ST  10. Comparison of the public of the pu	working in partnership to improve the quality		
Services, have union-management partnerships had a positive effect on service to the public?  A. Yes, substantial positive effect B. Yes, moderate positive effect C. Limited positive effect D. Little or no positive effect E. I don't know  47  44  45  46  47  47  47  48  48  49  49  49  40  40  47  40  40  40  40  40  40  40	B. Frequently C. Sometimes D. Seldom or never	10 26 26	10 24 21
B. Yes, moderate positive effect C. Limited positive effect D. Little or no positive effect E. I don't know 47  19. What is your grade or rank?  A. GS 1-8 and all WB, WG, WL, WS, WT B. GS 9-12, CC 1-4 C. GS/GM 13-15, CC 5-6, FC, AD D. SES, SBRS, ALJ, ASG, SL, ST  10. Little or no positive effect 14  12  13  17  17  18  19  10  10  11  11  12  12  13  15  16  17  18  18  18  19  10  10  10  11  11  12  13  14  15  16  16  17  18  18  18  18  18  18  18  18  18	Services, have union-management partnerships		
A. GS 1-8 and all WB, WG, WL, WS, WT B. GS 9-12, CC 1-4 C. GS/GM 13-15, CC 5-6, FC, AD D. SES, SBRS, ALJ, ASG, SL, ST  17 40 41 45 45 45 45 46 47 48 48 48 48 48 48 48 48 48 48 48 48 48	Yes, moderate positive effect     Limited positive effect     Little or no positive effect	14 14 20	12 12 17
B. GS 9-12, CC 1-4 C. GS/GM 13-15, CC 5-6, FC, AD D. SES, SBRS, ALJ, ASG, SL, ST  40 45 45 45 2	19. What is your grade or rank?		
This Org. Code H	B. GS 9-12, CC 1-4 C. GS/GM 13-15, CC 5-6, FC, AD	40	35 45
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## 20. Are you a ...?

- A. Civilian permanent employee
- B. Civilian temporary employee
  C. Commissioned Corps Officer
  D. Contractor

